

The logo for 'ukomaku' is centered on a white rectangular background with slightly rounded corners. The text 'ukomaku' is written in a lowercase, sans-serif font. The 'u' and 'k' are a medium blue, while the 'o' and 'm' are a darker blue. The 'a' and 'k' are black, and the final 'u' is a medium blue. The logo is set against a background of light blue, semi-transparent, geometric shapes that resemble folded paper or origami, creating a three-dimensional effect. The entire composition is set against a solid black background.

ukomaku

## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>CONSULTATION TEAM .....</b>	<b>4</b>
<b>SITUATIONAL ANALYSIS: MACRO ENVIRONMENT .....</b>	<b>5</b>
<b>SITUATIONAL ANALYSIS: INDUSTRY .....</b>	<b>15</b>
<b>SITUATIONAL ANALYSIS: MARKET &amp; CURRENT SITUATION .....</b>	<b>21</b>
<b>PROBLEMS &amp; OPPORTUNITIES .....</b>	<b>25</b>
<i>Strengths.....</i>	<i>25</i>
<i>Threat.....</i>	<i>25</i>
<i>Weaknesses.....</i>	<i>26</i>
<i>Opportunities .....</i>	<i>26</i>
<b>PROPOSED RECOMMENDATIONS: NEW MARKETING PLAN .....</b>	<b>29</b>
<b>PROPOSED RECOMMENDATIONS: NEW MARKETING PLAN STRATEGIES .....</b>	<b>32</b>
<b>ACTION PLAN: STRATEGIC IMPLEMENTATION .....</b>	<b>35</b>
<i>Appendix 1.1 Marketing Kit .....</i>	<i>40</i>
<i>Appendix 1.2 Online Promotional Initiative: Viral Video Prototype .....</i>	<i>41</i>
<i>Appendix 1.3 Commercial Survey.....</i>	<i>42</i>
<i>Works Cited .....</i>	<i>43</i>
<i>Reference .....</i>	<i>44</i>

## Executive Summary

Ukamaku is an online retail portal for Canadian high-fashion designers. They just started and are growing steadily. Their future plan is to start shipping internationally soon and featuring more Canadian designers. However, they need to increase their customer basis and to do so; they need a solid marketing plan.

Ukamaku act in two blooming industries: fashion and e-commerce. Both industries are extremely profitable however also extremely competitive. Therefore, it is essential for Ukamaku to have strong brand awareness, generating a strategic differentiation. The main asset Ukamaku has to gain is competitive advantage within its industries, which currently isn't known by its target market.

As part of our marketing plan proposal, once Ukamaku reaches a certain number of customers domestically it is proposed to start international shipping based on a specific number of customers. In order to be successful in the global market, Ukamaku needs to build a strong market share in local segments by building brand awareness.

A market research analysis identifies the six environments and external markets that may affect Ukamaku's marketing mix. All strengths, weaknesses, threats and opportunities are assessed in comparisons' with internal and external factors. Team Cookies propose a new marketing plan for spring 2012 to expand brand awareness and increase consumer sales.

With the strategic implementation of the effective and powerful marketing strategies proposed on this plan, Ukamaku will become a leader in the Fashion e-commerce sector.

## Consultation Team

CCT 322 Marketing Information Products & Services, University of Toronto

Presented to: Professor Tim Richardson & Ukamaku George Ng

### Group Cookies

**Jamie Robinson**



#### Market Segment

4<sup>th</sup> year Digital Enterprise Management student, previous work experience includes IT management.

**Danielle Surliuga**



#### Current Situation

3<sup>rd</sup> year Digital Enterprise Management student, previous work experience includes trends analyst for Ukamku.com and

**Jessie Liang**



#### Macro-Environments

3<sup>rd</sup> year Digital Enterprise Management student, previous work experience includes associate producer at Rogers TV

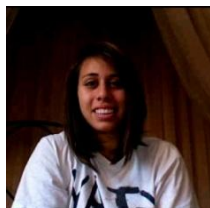
**Antonia De Avila**



#### External Markets

4<sup>th</sup> year Digital Enterprise Management student, previous work experience includes market research and PM.

**Roxanne Dehghan**



#### Strategic Implementations

3<sup>rd</sup> year Digital Enterprise Management student, previous work experience includes sales at Holt Renfrew.

## Situational Analysis: Macro Environment

What determines the success of an organization is their ability to adapt and properly react to changes in the environment. The best organizations analyze trends, strategize according to their predictions, and prepare for uncertainty through contingency planning. Depending on the industry a company acts in, some factors affect a business more than others; but in general, six major environments directly impact the marketing mix. In other words, the Competitive, Economic, Geographic, Politic, Socio-cultural, and Technologic environments are elements that a company cannot control but still needs to respond to by modifying their product, place, price, and promotion.<sup>1 2</sup> The following section will illustrate how each of the six environments affects Ukamaku, and its influence on their marketing mix: price, place, promotion and product.

### Competition

Ukamaku is in both the fashion and e-commerce industry, making the competitive environment the most important of all. The competition in both sectors is extreme; since customers can easily come and go at the same time other businesses try to enter the field. In fashion, there are a multitude of suppliers who vary from high-end, costly, and trendsetting design to mass production or affordability-focused producers. Adding e-commerce into the equation increases the level of competition even higher since numerous brands and designers already sell their creations online and many others intermediate between designers and end-consumers like Ukamaku.

The fashion industry has many segments within which allows for many competitors to enter the trade with different strategies for their marketing mix. Specifically regarding web-based fashion retailers, Ukamaku's competitors can easily offer similar or substitute pieces to their products. Since clothes are a basic necessity, the industry will always have stable demand (which is what makes this field extremely competitive). For example, people will always have differing reasons and motives behind choosing a style over another when purchasing a T-shirt. Thus, Ukamaku establishes differentiation from other online fashion stores by selling only Canadian designers and brands. Ukamaku provides uniqueness in their service and it is their originality in that idea that attracts customers.

---

<sup>1</sup> <http://www.witiger.com/internationalbusiness/6environments.htm>

<sup>2</sup> <http://www.witiger.com/marketing/4Ps.htm>

Generally, once an e-commerce item becomes popular, it is wildly copied and sold in other web stores. In order to be successful then, Ukamaku would need to be the authentic product that is popularized, not one of the replicators. They distinct themselves for focusing on Canadian solely, which in turn can be a great advantage when trying to attract traffic to their website. This is a favourable advantage in the global markets. With that being their best marketable feature, it also necessary to comprehend that fashion is not what the country is best known for. Therefore, Ukamaku also needs to leverage interest in Canadian fashion, both nationally and globally.

With efforts to gather internal support, Ukamaku takes part in creating pride and patriotism. On the other note, it works ironically too that were Canadian fashion to be sought and demanded outside, Canadians themselves would value it further. Also, selling on an international market provides a competitive advantage to Ukamaku, which would increase Canadian brand demand overseas. This initiative would further enhance the worth on their product, which makes it less likely to be substituted by something else. To illustrate this, we can simply look at how much acclaim and immunity high-end brands have – i.e.: a Louis Vuitton purse is “untouchable”.

One notable drawback to popularization of Canadian fashion and thus, success of our national designers, is the risk of faux products. Following trends, watching for the next innovative creation, and product popularization many times leads to other brands copying the designs. Even more so, the black market is full of imitation accessories, footwear, and apparel. Ukamaku themselves would not suffer from the production of replicas but they would lose potential sales were people to buy fake products instead. This would directly hurt designers as well, which would make them less likely to put their collections for viewing online. For this reason, the competition is so intense and Ukamaku needs to constantly renovate their products offered on the website, find new talent to market, and provide top quality goods and customer service so clients are not only satisfied, but returning.

Regarding price, e-commerce shops have no inventory and can hence, risk selling their items at lower prices. Nonetheless, though Ukamaku act as mediators for fashion designers and end consumers, their prices tend to be less competitive than other web stores. Many brands make it their goal to offer affordable products to the average consumer. Ukamaku, on the other hand, looks to find Canadian, uniquely talented designers, that are sometimes unknown and for whatever reason need help to sell or market their productions. The business focuses on bringing the best of Canadian fashion to customers who are interested in purchasing local, high quality (many times hand made), and one-of-a-kind attire (some pieces are customized for the customer, most productions have only five to eight reproductions).

Since Ukamaku emphasizes exclusive wear, their prices are usually costly to the average consumer. Of course, their website has a great variety of items and so, they offer a wide range of prices. Generally, however, Ukamaku's target audience is mostly wealthy females with some level of expertise in fashion. The products Ukamaku sells is catered to a very specific segment of the population, so their prices tend to be more on the expensive side of the cost scale. This is inevitable though, for Ukamaku does not actually price items themselves since it is the designer that chooses how much an item will cost.

By selling their pieces online, online retailers have an even harder task trying to reach their target audience. Despite Ukamaku having a steady growth in their number of customers, it is still quite sparse and slowly increasing, compared to other web-based fashion stores. Ukamaku needs to gain further recognition in their status as providers of Canadian clothing, especially to the specific kind of people they would like to purchase their product. Ultimately, the fight for people's attention online determines Ukamaku's success or failure.

Without any customers, designers would not want to sell their creations through Ukamaku either. Therefore, Ukamaku focuses on working with editors in publishing media sources so they can be featured in magazines, newspapers, and online fashion communities. By garnering attention as an outlet for designers to boost their sales, more of them will want to offer their productions to be sold through Ukamaku. Furthermore, the company also attends and organizes fashion shows – as well as other events like pop-up shops – while networking with other sources of promotion online like fashion forums, communities/groups, social media, and respectable bloggers.

Due to the fact that the company has no physical space as to where they sell their products, potential customers cannot simply visit their store. Neither can someone pass by and decide to go in, receive help from a vendor, and remember that positive experience so they can share it with someone later. Being face-to-face with a customer increases the chances of convincing them to buy something or add to it; therefore offline brick and mortar stores are a great source of competition for Ukamaku.

Vendors are convincing, captivating, and very helpful in putting together outfits and suggesting more items for purchase. Therefore, when the physical store is there for customers, they create a stronger bond with the brand, employees, and feel a much more memorable and intimate buyer experience. This is even more applicable to stores that sell luxury items. When in store, people are more easily convinced to spend more than when they are by themselves looking at items with their prices side-by-side on a website. The focus shifts to whether the amount of money is worth the product.

Ukamaku, then, needs to make sure they target the right market. They need to reach the exact segment of the population that would take interest in purchasing the products they sell, regardless of the price range and are comfortable buying online. In fact, we suggest Ukamaku hides the price under icons for the product so customers actually desire the piece enough to click through to find the price. The website should also feature a price range filter so prices too high over a person's budget also would not scare them away.

In addition, it would benefit the company greatly to implement sales promotion by giving away tickets to fashion shows, contest prizes, and customer "welcoming packages" or "kits". Their mass selling would include paying for some ads of Ukamaku in fashion magazines and gaining publicity from active participation in fashion communities online. Lastly, as another part of our Strategic Implementation, Ukamaku should invest in search engine optimization (SEO) so that they appear as top five results for when someone searches something like "Canadian fashion". It would also be very advantageous for Ukamaku that in the future, they expand their sales for distribution overseas. This way, the business garners even more followers while marketing Canadian style and designers all over the world.

### **Economy**

Many characteristics of the economic environment can affect the company like the financial health of the country, the inflation rates, changes to the minimum wage, and how much the government invests in Toronto (where their office is located). The advantage of being in the fashion industry is that clothes are a necessity, so there will always be a demand. However, Ukamaku mostly deals with high-end items, which in times of economic downturn, means luxury items are ignored. On the other hand, the company gains advantage over physical fashion stores because they have no inventory. Ukamaku does not suffer with the pressure of clearing their inventory and incurring potential loss in order to sell everything. Therefore, utilizing e-commerce in itself was probably the safest manner to enter the market last year in 2010, as Canada (and the rest of North America) is slowly gaining more confidence and recovering from the 2008 recession.

While Ukamaku experiences direct effects from changes to the minimum wage, they face indirect repercussions from variances in the rate of inflation. Evidently, as the minimum wage rises, so would Ukamaku's fixed costs. However, when there are changes in inflation rates, it affects the company's customers and the affordability of their products. Not only would end customers feel monetarily constrained in that sense, but designers also might need to change the manufacturing of their pieces



(like experimenting with alternative, better feasible material). Furthermore, due to the fact that Ukamaku's office is located downtown Toronto, they would benefit from gaining investments in the region.

For example, were the government to subsidize businesses, it would generate a flow of money that the entire city could benefit from. Toronto (and the all of Canada for that matter) is very stable and because the city is known as the country's economic capital, the prosperity is higher as well so people have better quality of life. Being comfortable in safety and financial aspects of one's life would incentivize creativity and consumerism. With a thriving economy, Ukamaku can use the momentum to expand their sales to an international scale. The organization would more easily attain the necessary financial support were they to take a loan from the bank. It is also notable that if they extend their services globally, Ukamaku would need to consider currency exchange rates and increased shipping expenses. Depending on how the conversion turns out for the customer, the end price on top of the shipping (that is paid by the clients); which is somewhat discouraging if the prices turn out too high.

Therefore, the economic environment primarily affects Ukamaku's price and product in their marketing mix. In the perspective of place, Ukamaku's only physical space is their office, which unless corporate taxes suddenly sky-rocketed, they might have to consider moving the region or neighborhood in which they are located. Regarding promotion, Ukamaku's plans would not change much because most of their strategic marketing is done online. Their attendance in fashion shows and networking with publishing media resources would also not differ. However, were sales to decrease in an economic depression, Ukamaku may feel a budget constraint when organizing events themselves. The company could then create alternative plans to still have events like acquiring more sponsors, increase ticket prices, and even make joint events with other e-commerce brands or online fashion communities.

## **Geography**

It is a common mistake for people to think that the physical environment does not affect e-commerce stores as much as the other five because the Internet has no geographical boundaries. Though Ukamaku's services are web-based, the actual product, however, is not. Thus, the geographical environment can influence the company at different levels. Canadian weather, topography, and potential earthquakes can affect the organization, specifically the shipping of their products. Were Ukamaku to extend their sales on a global scale, traveling distance, time zones, and the natural, physical features of other countries would also come into play.

Canadian land is vast though “over 60% of the population lives [...] between Windsor, Ontario and Quebec City. This leaves the vast majority of Canada's territory as sparsely populated wilderness; [...] Despite this, 79.7% of Canada's population resides in urban areas”.<sup>3</sup> What this means in

Ukamaku’s perspective is that their shipping should at least cover Ontario and Quebec, which is where most of the country’s population is located. In terms of shipping, the physical distance is not much and reaching customers is quite simple because ground transportation should be enough. In order for Ukamaku to ship to all of Canada and thus cover the regions with the remaining 40% of the population, they would most likely need to use air transportation.

The customers incur the shipping expenses; however, Ukamaku is reliable for any loss or damage to the product. The company keeps track of deliveries too so they can monitor what delivery was completed. Therefore, when weather conditions are unfavourable, shipping may be delayed. This is common during Winter times, since snow and ice makes for critical road safety and visibility. The same idea applies in the occasion of overseas shipping, like when it is Summer in Southeast Asia where monsoons are quite common.

Fortunately, Canada is not at high risk for natural disasters, except for occasional earthquakes and tornadoes. The most worrisome climate condition is during Winter times, which can sometimes be extremely windy, cold, and snowy; and sometimes even freezing rain<sup>4</sup>. Not only does Canada sometimes undergo weather extremes, it also has extremes in its topography. However, because most of the population lives in plain areas, the shipping obstacle to overcome is more physical distance than anything else.

Furthermore, since the country is so vast, it has differing time zones<sup>5</sup>. There are about six different time zones in the country, which would affect the delivery times of the products; maybe even causing a delay of an entire day’s worth. Different time zones, within Canada and around the world would also mean that were someone to try to contact Ukamaku, they would need to match the appropriate times. If Ukamaku acts in Japan, their inquiries would be done a day ahead of the current time in Toronto.

---

<sup>3</sup> <http://www.solarnavigator.net/geography/canada.htm>

<sup>4</sup> [http://www.canadahomeinventory.com/Natural\\_Disasters.htm](http://www.canadahomeinventory.com/Natural_Disasters.htm)

<sup>5</sup> <http://www.timeanddate.com/time/canada/time-zones-background.html>

Thus, the geographic environment initially affects the company's price, then place, promotion, and product. Shipping costs vary as physical distances change, as well as how Ukamaku is able to reach their customers if they are in different regions. For example, if the company wants to gain more customers in Quebec, Ukamaku needs offer a French version of their website. Same goes for the main languages across the world once they grow to international proportions. Furthermore, when time zones vary, Ukamaku may lose time they would have promoting their goods to if there is a gap between hours of operation. On a last note, the products themselves do not change much, because the purpose of Ukamaku is to divulge and sell Canadian fashion and not cater their products to other cultures. People go to Ukamaku specifically for quality, high-end Canadian items.

### **Politics and Government Regulations**

In terms of the legal environment, matters that apply to Ukamaku would be taxation, consumer protection, shipping transportation safety, privacy restrictions, advertising regulations, laws and limitations of importing into other countries and exporting out of Canada. First of all, as a business, Ukamaku would incur as part of their fixed costs their corporate taxes, like income tax or rent/property tax. Another matter of concern for the company regarding their costs would be whether the government decides that shipping methods need to have higher safety implementations. This would then increase the costs for delivery of their products.

Furthermore, political regulations may concern their designers and end-customers under Ukamaku's consumers. Since clients that purchase clothes from Ukamaku need to have profile accounts in their website, Ukamaku needs to properly secure that information, as well as not divulge it. The company may use the data to convert it into intelligent information on consumer patterns for strategic matters, but not share the database with others, like designers and potential partnering firms. Furthermore, Ukamaku also keeps track of their most successful designers so they can push for more productions and market the individual further to gain more attention from fans, the media, and the overall industry.

On top of the privacy issues, Ukamaku also needs to ensure they do not break strict rules regarding advertising in Canada. For this reason, it is a positive aspect that Ukamaku builds their customer base through personal involvement with online fashion communities and intense networking through social media. Ukamaku also directs ads to their events, which encourages attendance, not an attempt to allure clients solely for purposes of selling their product. The company is likely not to confront advertising regulations because their focus is on establishing a connection with their target audience so they

become naturally interested and curious in Ukamaku's. Also, as an e-commerce business, they rely on word of mouth to disseminate themselves across the Internet.

The last issue in the regulatory environment that Ukamaku would take into consideration is exporting and importing laws. There are methods determined by the government for companies to sell their products to people outside of Canada the same way there are rules that shape how international companies can do business in each and every country. The advantage Ukamaku has is that it will most likely be sending small packages when selling worldwide, not ship cargos of goods out of the country.

Governments can then affect Ukamaku's marketing mix by increasing their expenses in shipping (and ultimately, the total price for a purchase), the ability to enter foreign countries (and limiting their reach to international audiences), and confine their advertising strategies into strict guidelines. On that note, the last issue would not ruin their current operations. Regardless of these regulations, Ukamaku would still be offering the same products that they do now.

## **Culture**

The socio-cultural environment is crucial for a company like Ukamaku that is part of the fashion industry. Fashion is very subjective and since Ukamaku is selling Canadian designers, they need to break a cultural barrier into vogue. Though cities in Europe are predominantly known as fashion capitals (Paris and Milan), it is innovative for Ukamaku to focus on Canadian trends. However, this can work adversely were people to dismiss them precisely for Toronto not being well known as a fashion capital itself. This is one of Ukamaku's tough missions in order to market on a global scale.

As mentioned before, in order to market to Quebec, Ukamaku would need to provide their services in French. The language barrier would also need to be overcome for the countries that they offer their services to once they expand their reach overseas. Other cultural differences within the country may affect the organization as well, like different customs in rural versus urban areas. In addition to having opposing infrastructure, individuals in rural areas generally spend less time accessing the Internet (mainly because they have poor connections)<sup>6</sup>; especially not ordering things online.

Besides not having the same digital literacy or practices like populations in urban areas, their fashion choices would also be contrasting. For example, if people in rural areas work in agricultural fields, their primary concern would be comfort and the higher chances of staining their clothes; since work in the

---

<sup>6</sup> <http://www.friends.ca/news-item/10019>

fields is very physically demanding. Thus, delicate and costly designs would not be as appreciated. Similarly, other cultures may also not appreciate Canadian fashion as much, not because of its origins, but because the tradition in that region is to wear certain types of clothes, restricting the market for Ukamaku.

For this, religion and equality comes into play. Areas with very orthodox rituals may demand specific garments and outfits, as well as differing levels in hierarchy and gender. For example, nations like Pakistan and Saudi Arabia require the burka for women<sup>7</sup> and others like Vietnam, specific garments may signify wealth and status of a person regarding their sex and age<sup>8</sup>. It is also important to note that some countries are wealthier than others, which then affects the affordability of Ukamaku's products.

Divergent languages and customs affect the way Ukamaku need to market themselves in order to effectively promote their service, products, and intentions. With contrasting cultural traditions and consumer behaviour, other populations around the globe will have different purchasing practices. Some societies do not trust or are not accustomed to online shopping. Other audiences may not like or even approve of Canadian fashion. As stated before, despite some people disliking Ukamaku's products, they would not modify their items because they are offering Canada-based designs. Ergo, in order to overcome that, Ukamaku needs to determine exactly who their target audience is.

Moreover, some societies are more materialistic than others and may be more willing to purchase Ukamaku's clothes even after currency conversions and shipping rates are concluded. Others may feel financially constrained to be able to order the company's garments. There is not much change to the actual that Ukamaku offer because the designer selling the apparel determines it. However, the business can try to promote some items over others to those that cannot usually buy their pieces. Lastly, not only does Ukamaku sell certain styles of clothes and accessories that are subjective to taste (like anything else in this industry), but most of their products are targeted to women. Thus, the company needs to find females that are wealthy and interested in fashion enough to comprehend what Ukamaku is attempting to sell, with the freedom and power to actually buy their products.

## Technology

The technological environment also tremendously affects Ukamaku. As part of the e-commerce field, the business depends on people's ability to access the Internet and pay for their transactions, as well as

---

<sup>7</sup> [http://www.fashionencyclopedia.com/fashion\\_costume\\_culture/The-Ancient-World-India/Burka.html](http://www.fashionencyclopedia.com/fashion_costume_culture/The-Ancient-World-India/Burka.html)

<sup>8</sup> <http://www.everyculture.com/To-Z/Vietnam.html>

having basic technological infrastructure in their office and possible methods of transportation for shipping their products. First and foremost, in order to be able to sell their products online, the target market would need to have access to the web in order to see what Ukamaku sells.

The capacity to access the web many times depends on telecommunication companies' infrastructure throughout the country to be up and running. Sometimes, having simply access to the Internet may not be enough if their connection is poor. This is the case of rural versus urban areas, where in countryside, "It would take a person with dial-up Internet literally years to reach the level of use many people living in urban centers"<sup>9</sup>. Unfortunately, this picture would only change if policies are created to inspire updated infrastructure.

Ukamaku themselves also need to be connected so they can maintain their website. It is through the web that the company also networks and builds their customer base via social media links and fashion communities. An appropriate technical infrastructure allows the company to be the most efficient as possible while simultaneously offering a stable and secure platform to conduct sales. Without access to the Internet, it would be impractical to try to expand internationally and virtually impossible to market themselves on a global scale.

In a increasingly mobile world, it is important for Ukamaku to adapt their services to be accessible through any sort of devices. This means that their website, payment methods and promotional initiatives should all be fully accessible thorough smart phones and tablets. The website should be standard in all web browsers (or at least the widely used ones such as Safari, Internet Explorer, Chrome and Firefox).

Besides having capability of entering the worldwide web, end-customers also need to be able to pay for their purchases online. Ukamaku currently allows clients to pay with their credit cards; specifically Visa and MasterCard. One of the benefits for doing so is that these are the two most accepted credit card types worldwide<sup>10</sup>. For the future, however, it would be advantageous to also permit payments through Paypal and debit cards (like Interac within Canada). Ukamaku also needs to be extremely cautious about consumer's privacy and security when collecting data for payments.

Furthermore, as an e-commerce business, Ukamaku depends transportation for shipping their products. More specifically, technologies can affect the speed at which something is delivered. For example, faster

---

<sup>9</sup> <http://www.friends.ca/news-item/10019>

<sup>10</sup> <http://everythingfinanceblog.com/2007/08/visa-or-mastercard-which-is-better.html>

trains or larger cargo airplanes signify faster transport. Faster shipping is a quality that could be used in Ukamaku's advantage when promoting their services. In addition, improved technology may bring financial benefits as well, since more methods of transportation creates competition in the sector and in turn drives shipping costs down. Furthermore, better transportation is also useful for expanding overseas. Ukamaku would be able to reach more areas while delivering to already accessible regions faster. In terms of product, Ukamaku in itself would change their offered products. However, designers with innovative inspirations might find new ways of creating their designs.

## Situational Analysis: Industry

### The Industry

The fashion industry is well known for its fast-paced turnovers throughout the business like: models, management, designers, and of course clothes. Today the fast-pace has only doubled and with Internet becoming a new platform for cost effective distribution channels and social media advertisements, the apparel markets have become saturated with top designers and self-made designers.



*"Fashion is fast forward, frenetic," said Vogue Contributing Editor Andre Leon Talley. "There are too many collections, too many seasons. How can designers keep up?" - Dana Thomas*

In Canada, the apparel industry is a new growing sector. Today Toronto is home to more than 550 apparel manufacturers with wholesale shipments totalling 16% of the \$9 billion Canadian markets<sup>11</sup>.

Mass production of apparel in Canada had only begun in the mid-19th century within urban centers, where there were major consumer markets. The Canadian apparel industry produces women's, men's and children's wear, furs, foundation garments and a wide range of knitted apparel such as t-shirts, underwear, gloves, sweaters and hosiery<sup>12</sup>. Jeanne Beker from Fashion Television, Toronto was the first to bring Paris, London and other European fashions into Canada. Fashion Television Channel is Canada's

<sup>11</sup> <http://www.toronto.ca/invest-in-toronto/fashion.htm#1>

<sup>12</sup> <http://www.ic.gc.ca/eic/site/apparel-vetements.nsf/eng/home>

first and only channel dedicated to fashion, beauty, and design. Jeanne travels to the fashion capitals of the world to report the latest trends that hit the runways<sup>13</sup>. Industry Canada is promoting long-term economic growth by supporting research and development and by creating economic policies and regulations that help Canadian industries to compete in the global economy<sup>14</sup>. This is favourable to the fashion industry. Toronto has quickly claimed a spot in the global market as a fashion city with the 550 apparel manufacturers exporting outside of Canada. The Canadian fashion industry is growing fast past the recession that ended in 2009. A recent fashion show in February 2011 in New York inspired an all-American feel-good message through the collections. This created optimism and consumer confidence that endorsed U.S. retail sales reaching post-recessionary highs<sup>15</sup>. A total of 4,600 fashion retail stores generating annual sales of \$2.6 billion<sup>16</sup>. This fosters consumer confidence.



*"Toronto is definitely in fashion. Acclaimed designers, trend-setting retailers, innovative manufacturers ... The fashion industry is one of the city's largest industrial employers and the cluster is booming. Toronto is decidedly in fashion, and showing with the best in the world". – City of Toronto*

The research, development and regulations will provide an opportunity for the Toronto fashion industry to compete worldwide, and create global confidence when purchasing Canadian apparel. This will also help communicate and promote emerging Canadian designers.

### Industry Trends

The fashion industry is a fast paced industry and always has a pulse on new innovation and innovative ideas. Three key trends the fashion industry currently uses to strategically remain competitive are: online commerce, "fast-fashion" distribution, and social media. Fast- fashion is a contemporary term used by fashion retailers and designers to describe the production flow from designs seen on the catwalk to stores in the fastest time to capture current trends in the market. This is a concept once called "quick response" by Lowson and Hunter who re-designed the supply chain to meet consumer

<sup>13</sup> [http://www.fashiontelevision.com/show/personality\\_jeannebeker.aspx](http://www.fashiontelevision.com/show/personality_jeannebeker.aspx)

<sup>14</sup> <http://www.ic.gc.ca/eic/site/ic1.nsf/eng/05445.html>

<sup>15</sup> <http://www.theglobeandmail.com/life/style/with-the-recession-over-fashion-pushes-forward-for-fall/article1921358/>

<sup>16</sup> <http://www.toronto.ca/invest-in-toronto/fashion.htm#1>



demand<sup>17</sup>. Today the fashion Industry has used the concept to create a catwalk to store manufacturing model. Both fast-fashion and the e-commerce support the high fashion turnovers. These are the key strategic models any designer or retailer needs to remain successful in the growing Canadian fashion industry.

E-Commerce flourished after Tim Berner-Lee invented the World Wide Web; however it wasn't until Jeanne Beker who set the tone for online fashion in 1995. Within in Toronto, Jeanne helped pioneer fashion on the Internet with American communications giant MCI. She became editorial director of @fashion. This was the web's first fashion site. This is the world first fashion website with 24-hour access to leading fashions<sup>18</sup>. This is a growing current trend for fashion retailers to attract and retain customers through Internet retailing. During the recession online fashion retailers saw an opportunity to sell to women across the globe that refused to let economic hardships get in the way of fashion<sup>19</sup>. Internet Fashion sales increased and profits. Today the Wall Street Journal reports online fashion retailers are still the hottest trend as an increase of investor's interest in the market. This is evident with case studies like online retailer Yoox and Assos who have created a successful online business model, illustrated with a 70% increase in their 2010 operating profit<sup>20</sup>. This proves online retailers have shown a favourable avenue in fashion sales and a great way to deliver fashion to consumers directly from the catwalks. This is evident due to a marketing agency Greenlight's GFashion Sector report that statistically states: 'women's wear' dominates the consumer online fashion searches, accounting for 67% of the total searches<sup>21</sup>. The introduction of e-commerce has also given big box retailers a competitive opportunity to enter online markets. Retailers use the Internet space to ship items faster to customers. Big box retailers in Canada now selling online include major players like Aldo Shoes, Lululemon Athletica, Roots and La Senza<sup>22</sup>.

The fashion industry is fuelled by consumers who demand constant change and new collections. This has fostered the fast -fashion term, have closely tied retailers and suppliers to meet constant change. The This new trend has changed the industry as it allows new entrants to sell similar luxury items and

<sup>17</sup> Lowson, B., R. King, and A. Hunter. 1999. Quick Response - Managing the Supply Chain to Meet Consumer Demand. Chichester: Wiley.

<sup>18</sup> <http://www.theglobeandmail.com/life/fashion-and-beauty/fashion/fashion-features/article1921358.ece>

<sup>19</sup> <http://www.linkingmatters.com/online-fashion-retailers-benefitting-from-economic-climate>

<sup>20</sup> <http://online.wsj.com/article/SB10001424052748704823004576192781287021172.html>

<sup>21</sup> <http://www.netimperative.com/news/2010/july/top-online-fashion-retailers-asos-tops-social>

<sup>22</sup> <http://www.ksleconsulting.com/selling-fashion-online/2010/09/the-state-of-e-commerce-among-specialty-fashion-retailers-in-canada.html>

saturate the market further. The trend also poses threats to speciality online retailers and established retailers who use e-commerce. With cheap online retailers using the philosophy of quick manufacturing, it lowers prices and the industry as a whole must adjust to remain competitive and retain customers. Burberry is a luxury retailer who has also used the same strategies to re-enter the market after a prole-drift: A term coined Paul Fussell to describe when products become associated with the working class or urbanized. After re-designing their business model, Burberry sales rose 60% by using e-commerce. The company has also used fast -fashion to deliver to customers anything they like straight from their runway<sup>23</sup>.



*"For the spring 2011 collection, the brand partnered with Verizon Communications to create a retail theatre in its stores. Shoppers in 25 outlets worldwide were able to order items straight off the runway as the show was being broadcast live during London fashion week. Items were delivered within seven weeks." - Habashy and LaCalle*

The third trend online fashion retailers are taking full advantage of is social media. Luxury retailers and fast -fashion retailers like Asos have already used social media to remain competitive with the fast pace industry. Burberry is the brand that is most "liked" on Facebook with over 2 million fans<sup>24</sup>. This was due to a social media campaign the company did to re-build their brand image. Using Facebook, the company advertised the "Art of the Trench" website campaign, it displayed the craze for street fashion by portraying highly stylized ways common Burberry consumers wear their trenches. This website had many hits and "like" replies. "Like" is an advertising tracking meter created by Facebook to track what each user likes, which in turn provides valuable statistics of consumer trends and demographics for advertisement. Another company who understands the power of social marketing is the Asos. Nick Robertson, owner of Asos explains he runs a fashion and technology business. He currently hires staff who fit the same target demographic to blog, twitter and Facebook pictures, catwalk videos and fashion reels. The company understands talking to their customers through their favourite avenues have

<sup>23</sup> [http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution\\_b\\_833618.html?ir=Business](http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution_b_833618.html?ir=Business)

<sup>24</sup> [http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution\\_b\\_833618.html?ir=Business](http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution_b_833618.html?ir=Business)

increased their customer retention and satisfaction. The company has also opened a Facebook store, where they are the first retailers to launch a shop on a social networking site. When people sign up, Asos automatically sends you e-mails, posts on your wall and can view your friend lists<sup>25</sup>.

The three trends currently affecting the Canadian online fashion industry includes: social marketing, fast-fashion distribution model, and e-commerce. All of which have enabled companies to re-design their current business models to remain competitive through the virtual world. The Internet allows consumers to demand fashion through new avenues and constant feedback on new trends. A company who can manage their fashion online with fast-fashion and social media can see their sale increase with a strategic e-commerce model.

### **Supplier & Channel of Distribution**

The Canadian fashion industry has divided the apparel supply chain into three major industrial segments: the textile industry, apparel industry and retail industry<sup>26</sup>. For the purpose of the market research, a closer review on the retail industry will help identify what distribution strategies are in place to market final products. However it is important to note without one segment the other cannot operate. The manufacturers in the fashion industry are very important and essential to the market. They produce the new designs which are then delivered to wholesalers or direct buyers.

Through traditional distribution channels, most retailers will outsource to third parties. The Fashion Distributors<sup>®</sup> from the Renco Group<sup>®27</sup> are a third party serving Canada's fast-paced Fashion industry for over 30 years. The company distributes from both Montreal and Toronto facilities. With the industry moving to Internet based distribution and supply chain values, fast-fashion or quick response manufacturing has been the key focus versus distribution. Fashion retailers need to have a strong focus on improving offshore sourcing capabilities, including finding offshore sourcing agents and factories, and establishing company-owned offshore production facilities in order to market new trends right away. However, this at times may not be enough for a company.

With external factors like the Internet and buyer-driven markets, retailers are starting to see direct competition with manufacturers.

<sup>25</sup> <http://www.ft.com/cms/s/0/8c81c140-3de9-11e0-99ac-00144feabdc0.html?ftcamp=rss#axzz1GcLwiBIL>

<sup>26</sup> <http://www.ic.gc.ca/eic/site/apparel-vetements.nsf/eng/ap03295.html>

<sup>27</sup> <http://www.remcoforwarding.com/remco.htm>

Thus currently there are three supply chain values in the industry:

- Traditional manufacturer to retailer model using third party distributors
- Online retailers that remove the distributors
- Manufacturers ship directly to customers with fast-fashion concept, This trend is well known as vertical retailing

Companies like Gap The Limited Inc. and Benetton have taken on manufacturing responsibilities to produce private label or store-brand lines to recapture lost markets<sup>28</sup>.

In the fashion and apparel industry it is very important to keep a quick response model that utilizes technologies and strategic concepts that help deliver new trends every season. Tools like fast-fashion, JIT, and RFID technologies can alleviate and decrease inventory cost. On average these costs are high in the apparel industry because of the unpredictable demands coupled the complex nature of the business.

### Overview of Competition

Amongst the new trends in the industry, technology has allowed for new international retailers to penetrate the Canadian market. New entrants are entering both in the physical world and online. With the web available to market and lower inventory costs, the competition is aggressive between international competition and at home competition. Online retailers have a blurry line between the physical and virtual demographics, thus for this industry it is safe to assume both Canadian and international online speciality retailers are direct competitors, as long as they target the same target segment. Current direct competitors targeting the same audience includes Asos (UK), La Canadienne, Reitmans, La Maison Simons, and Boutique Jacob Inc. Indirect online retailers include: Garage, Lululemon, Aritzia, Le Chateau and other name brand retailers entering the online market<sup>29</sup>. Large brand recognized competitors have well establish business models and can offer attractive price promotions which can take away from smaller speciality retailer's market share.

<sup>28</sup> [http://www.unido.org/fileadmin/media/documents/pdf/Services\\_Modules/Apparel\\_Value\\_Chain.pdf](http://www.unido.org/fileadmin/media/documents/pdf/Services_Modules/Apparel_Value_Chain.pdf)

<sup>29</sup> <http://www.ksleconsulting.com/selling-fashion-online/2010/12/whats-next-for-canadian-specialty-fashion-retailers-the-2011-e-commerce-agenda.html>

### Detailed Analysis of Major Competitors

Online shoppers will shop within and across Canadian borders. Today the strongest online retailer selling other name brands has already established a strong market hold internationally. Asos is a retailer that sells over 850 brands and is currently has the world's biggest online wardrobe collection to date. What makes Asos a major competitor not the ability to sell online, however they share similar, and highly effective, marketing strategies to the ones used by Ukamaku. Asos aims to go beyond the mere retailer position, much like Ukamaku. The British competitor has incorporated fashion blogs, social media networks, and up to date fashion alerts through Twitter. The online store also features their own online fashion magazine and has also revolutionized the way designers sell their clothes. Asos marketplace allows fashion lovers and new designers to sell directly to each other. This creates an online community of fashion experts sharing knowledge and new trends.

Ukamaku works with marketing and promotions agency Magnet Creative Management to provide a similar experience with blogs designers can generate buzz around for their fashion designs. The Toronto based company has also positioned themselves in the market as not just a store; it is a fashion network and a fashion community site. The company promotes emerging and established fashion designers across Canada, North America and the world, similar to Asos overall strategy.

### Situational Analysis: Market & Current Situation

Ukamaku is an online platform and community for Canadian designers. The company focuses on selling and promoting local brands through their website ukamaku.com as well as through offline events such as pop up shops<sup>30</sup> and trunk shows<sup>31</sup>.

The company's main office is located in the vivacious downtown Toronto, at 219 Dufferin Street, alongside many other creative businesses. The team is composed of only 2 directors, 3 employees, an intern and an outsourced web developer. Both directors officially launched the company in November 2010. Ukamaku praises itself for being a vendor for high-end fashion, only selling clothing that is perfectly tailored with outstanding quality in materials used. They even extend this idea by allowing some of the products to be tailored to the customer sizing specifications.

---

<sup>30</sup> **pop-up shops:** temporary stores that are set up at a high-end location for one or two days, that allow costumers to purchase apparel offline.

<sup>31</sup> **Trunk show:** one or two day events to show-case new collections of featured designers. Usually invite-only attendance, targeted at media and fashion-buyers.

Ukamaku has two types of customers: designers and end-consumers. The designers pay Ukamaku a set fee to sell their products and be featured on Ukamaku.com. The end-consumers pay to get the products from the designers. The company keeps a percentage of sales made through their site (30% of regular prices and 25% of sales prices).

### **Current Situation**

Ukamaku is still on its early stages. However, the company has been growing steadily. Their sales amount has doubled since activities started, 6 months ago. Currently, Ukamaku.com has over 30 signed designers as well as with a pool of 1000 registered customers.

### **Current Target Market & Positioning**

The target market for Ukamaku products is comprised mainly of 18 to 35 year-old females who live in North America. Ukamaku also has a secondary market segment, composed of males in the same, 18 to 35 year-old age group. Due to the price range and type of product sold, the company's target market is comprised of class a consumers, with high buying power and easy access to technology.

According to our research, the target market has interest in the products and services Ukamaku supplies and is a growing sector. As noted by Statistics Canada data, "among young adults, age 16 to 34, more than half shopped online" in the second semester of 2009,<sup>32</sup> that is approximately 71% of the 18-32 demographics.<sup>33</sup> Furthermore, the overall purchases made online by Canadian consumers were mostly in the "Clothing, Jewellery and Accessories" category (ranking just below books, magazines, and newspapers that take the lead in online sales)<sup>34</sup>

---

<sup>32</sup> star article: <http://www.thestar.com/business/article/866755--canadians-Internet-shopping-hits-15-billion?bn=1>

<sup>33</sup> <http://www.buysight.com/media/uploads/2010/04/onlineshopping-finalrev.png>

<sup>34</sup> stats Canada: <http://www.statcan.gc.ca/pub/88f0006x/2009005/t001-eng.htm>



*"The fact the average spend is falling just means more young people are shopping online and buying smaller ticket items" John Pliniussen - Queen's University School of Business professor.*

35

#### **4 Ps: Product/Services, Price, Place, Promotion**

##### **4.1 Products/Services**

Ukamaku's products are clothing and accessories produced exclusively by Canadian designers. The products are produced only from high-end material and in small quantities. Ukamaku requires that all pieces that designers make available are limited in quantity and perfectly tailored (not mass produced). The company also renders services to designers in order to help them promote their brand, increasing sales through their online platform. These services include feeding articles to media, promoting events such as trunk shows and pop-up shows, and strongly supporting the designer's public relations initiatives. As part of their services, Ukamaku also helps designer manage their businesses, helping them compose their business plans paying special attention to budgeting and deadlines.

##### **4.2 Price**

Ukamaku's products' price range is mostly from \$50 to \$300, with some products priced above or below that spectrum. The prices vary according to designer and type of product (ex: coat, earring, custom fitted etc.). The designers are responsible for providing the price for each item and Ukamaku keeps 30% of the effective price. Designers have to pay a fee of \$30 dollars per month in order to be featured in the site and also get assistance with uploading their products and creating their online brand presence on Ukamaku's platform.

##### **4.3 Place**

The products are all positioned in the company's website, which is their only platform for sales. They are categorized in women and men's sections with subcategories for "sales, blouses, casual tops, dresses,

<sup>35</sup> star article: <http://www.thestar.com/business/article/866755--canadians-Internet-shopping-hits-15-billion?bn=1>

sweaters & knits, tees and t-shirts, pants, skirts, Jackets and blazers, outerwear, bags and accessories, jewellery, and shoes and sandals”. They can also be viewed according to designers.

When Ukamaku runs its pop up shops, the products are made available at the venue of the events. They are organized in clothes racks and divided according to designers.

#### **4.4 Promotion**

Ukamaku has focused most of its efforts in promoting the designers and their clothing accessories. It is the company’s strategy to make their designers gain visibility. Therefore, for the past months, most of the marketing budget and resources has gone towards generating media coverage (online and offline) of designers and events (pop-up shops and trunk shoes) promotions. We acknowledge that not enough effort has been put in promoting the Ukamaku brand itself. They currently operate under the assumption that if the designer’s work is effectively promoted consequently the target market will be drawn to the company’s website the website. Also, they assume that the quality and tailoring of the products the designers produced will be carried over to the corporate brand image, with no need of further promotional initiative.

The company also has a strong social media initiative, using Facebook and Twitter to advertise products and promotions (such as seasonal giveaways).

Another interesting initiative that is still in its early stages is the use of ‘Kaboodle’ and ‘Polyvore’ as tools to help build a community around the products sold by Ukamaku. These social media websites allow users to compile look books and sets with images of products that are uploaded to the site. They can also rate each other’s looks and “lists”. Ukamaku has recently started uploading products that are sold on their e-store to those sites so users can select them. These images are accompanied by links that take the user to the site if they are interested in buying it. Even though this initiative is appealing because it provides an opportunity to drive traffic for free, it is still far from producing concrete results (no traffic has been generated yet).

#### **Operation**

Ukamaku operates at a central office in downtown Toronto. The team is comprised of an Operations manager, a Communication director, a Designer, a Fashion director and a Customer Relations director in their main office. Ukamaku’s public relations and web hosting/web master is outsourced. The company has no inventory, so the designers send the products to the Toronto central office only when a customer places an order.



## Financial Situation

Their current financial situation is steady and improving. The company is doing well enough to break even and incur some profit through its activities. Most of the profits currently come for direct activities with designers (business plans, featuring and promotion). Therefore it is crucial for Ukamaku to increase the revenue made from end-consumer purchases, in order to guarantee a long-run financial success. They can achieve this through market penetration and market development strategies.

## Problems & Opportunities

### S.W.O.T Analysis

Ukamaku's ongoing objective is to increase their bottom line profit by increasing the end-customer's purchases. Based on that objective, we identified the company's main strengths, weaknesses, threats and opportunities that might help or hinder its fulfillment in the present and future.

### Strengths

Ukamaku's strength, and also their main differential, is that they are the only exclusively Canadian fashion store online. Ukamaku's main competitive advantage is therefore its uniqueness in the field. While there are many online outlets for fashion apparel world wide, none of them focus solely on the Canadian fashion industry. This strength provides an important basis for a marketing strategy that focuses on increasing brand awareness. Ukamaku's strength however, is also a foundation for its main threat: competitors.

### Threat

Ukamaku's main threat is the possibility of new entrant. The uniqueness of their services might be appealing as a business opportunity to new companies. This becomes even more of a concern when there is a global trend of international companies to aggressively target the Canadian market in any way they deem profitable<sup>36</sup>. These new, international, entrants may adopt Ukamaku's business model as a way to better fit into the Canadian e-commerce scene.

Another form of threat for Ukamaku is international fashion e-stores that ship world-wide (such as Urban Outfitter and Mod Cloth). Even though they are unique in their products, Ukamaku still has to deal with the competition from all the other e-commerce fashion outlets on the web, regardless where the products are from. Canadian consumers can access these competitors and purchase their products

---

<sup>36</sup> <http://www.crmbuyer.com/story/8579.html?wlc=1301351130>

just as easily as they can purchase Ukamaku's. Therefore, once again we stress that it is important for Ukamaku to increase their brand's presence and create a differential for their target market that will turn them into loyal consumers.

### **Weaknesses**

Ukamaku's main weakness is their current promotional strategy. The company is new and relatively unknown and hasn't had much progress in terms of being recognized in the industry. The promotional initiatives so far are valid but not strong enough for a start-up in the fashion industry. The target market does not know about the company's existence and its mission is to promote Canadian fashion and its commitment to high-end, quality and exclusive designs. Promoting their differentiating factors should be the core of their marketing strategy, which will increase Ukamaku's brand awareness.

### **Opportunities**

As an online retailer, with a solid business model, Ukamaku has the opportunity to expand its services world-wide. Based on our research on the industry, we can affirm that there is definitely a market for Canadian fashion and high-quality clothing over-seas. International shipping is, therefore, a big opportunity yet to be explored by Ukamaku.

### **Conclusion**

From the SWOT analysis, we concluded that Ukamaku's main opportunity is being hindered by their weakness. Ukamaku cannot begin shipping internationally until they reach a larger share of their current target market. It could be fatal for the company to attempt a worldwide strategy before succeeding locally. However, because of their low brand awareness and weak marketing strategies, Ukamaku is currently struggling to reach a substantial portion of their current target market.

Thus, as a solution, we propose that the company focuses on its strength: uniqueness. Ukamaku has an amazing marketing opportunity to hail their target consumers by emphasizing their exclusively Canadian content. Their strong national identity can be the ideal tool to promote the brand, increase traffic to the site and bottom-line profits. Using this approach to marketing Ukamaku will gain enough stability to penetrate international markets and start selling world-wide once they establish a solid customer base in Canada.

Based on this conclusion, we propose a new focus for Ukamaku. This marketing plan sets the foundation for the company to pursue this new objective.

**New Objectives**

Ukamaku's objective is to gain enough stability so that it is viable for it to start shipping its products globally. However, in order to reach that stability they first need to gain enough visibility in the industry and within Canadian borders, guaranteeing that they are fully attending their current target market. Therefore, before focusing on targeting an overseas market, Ukamaku's new objective will be an intense promotional campaign to raise brand awareness and increase their Canadian customer base.



# Marketing Plan Proposal

## Proposed Recommendations: New Marketing Plan

Ukamaku's proposed marketing plan will help define their brand and differentiate themselves from the broad market of online retailers.

### Target Market

The team proposes that Ukamaku change their target market. They should target 18-40 year old women only, who are wealthy or have access to wealth. These women should be primarily Canadian, but they should also ship to the US, promoting themselves as a Canadian brand. Ukamaku's primary target market should be female consumers who are wealthy and appreciate high fashion.

### Marketing Mix

**Product:** Ukamaku's current product strategy is strong. Posting products from local designers is a great idea; however we do have some recommendations regarding what products should be posted.

Ukamaku should focus on one gender. Since they service primarily females, they should stick to women only. Once they have stabilized this market, an opportunity to extend into the male market may exist.

Their product line-up is complete, from shoes to earrings, and we'd agree it's a balanced line up of categories. However, some categories are fuller than others. For example, their handbag category is higher in the taxonomy than jewellery, yet it has much less content. We would recommend either balancing the content of each category, or at least re-ordering them based on content size.

Their supply chain is already slim, they sell, source, ship. Purchase orders are sent to local designers when an order comes in, Ukamaku assembles the orders, and ships them in Ukamaku packaging to the customer. Therefore our recommendation here is that Ukamaku maintains its operations method.

**Price:** Ukamaku's pricing is set high to match their target market. The strategy has been to exclude customers who cannot afford their brands and to improve how the brand is perceived. We don't recommend any changes to their pricing strategy, as a decrease will offend their current customers. An increase will only reduce their target market further. For example, the off-range, \$600 pair of Worth it improves the brand value perception, even if no one (or very few customers) actually buy them.

**Promotion:** Ukamaku's current promotional strategy is fairly weak. They package all orders in their own packaging, and attend industry fashion/trade shows, which helps promote their brand, but does little for encouraging customer retention/involvement.

To improve promotion and brand awareness, we recommend that Ukamaku create a small promotional kit that includes a tape measure, sizing specifications and coupon to give out to potential customers at these fashion shows. The kit could even be in a little handbag that everyone else at the show will see being carried around. This will act as an inexpensive promotional tool to improve brand awareness, while also allowing customers to size themselves properly and reduce the per item return rate.

In addition, each shipped order should include a flyer that is created quarterly and outlines the various shows and events that Ukamaku will be attending. This approach is two-fold: 1) Customers will perceive Ukamaku as an industry fashion leader since they are at all of these events and 2) If customers are actually interested, they can attend these events.

**Place:** All of Ukamaku sales take place online (except for eventual trunk shows and pop up shops) and they carry no inventory. They very much act like as a middle man, mediating shipping between designers and end-consumers, and provide a return address to customers. We recommend that Ukamaku's placement remain the same, since it follows the standard format for e-commerce business.

**Customer Retention:** Ukamaku's primary focus should be on customer retention since "it's cheaper to keep the customers you have than find new ones"<sup>37</sup>. Most businesses do this already but since Ukamaku is in a highly competitive market with many substitutes, they need to make this an active part of their strategy. Their best chance for success is retaining each one of their customers for "life". We recommend they achieve this customer retention and loyalty by creating an interactive community of Ukamaku consumers. An effective way to do this is the implementation of an interactive closet feature, which will be described fully in the following section for "strategic Implementation". Also, creating a detailed online profile of their consumers, where they can upload their measurements and personal information, might increase the costs of change, and customer retention.

**Referrals:** Once someone has actually bought something from their site, Ukamaku knows they are in their niche target market. All Ukamaku has to do is keep them happy, and they will likely spread the word to their friends, who are likely also in this niche. Turning customers into brand ambassadors will be the key to their success in this tough online market.

**Relationship:** Ukamaku currently has a mailing list of their customers to which they mail monthly newsletters and invitations to the company's events. This initiative is a good way to maintain communications with customers, but Ukamaku should also make sure to stay aware of customers concerns and requests (which can be made through the company's e-mail). We recommend that the company always follow up in communications established with consumers (for example: be consistent with the newsletters)

---

<sup>37</sup> <http://www.witiger.com/universityoftoronto/CCT322.htm>

**Recovery:** Ukamaku's return policy is limited. Like many clothing retailers, if you want to return something, you can, as long as it isn't worn and the tags are still on (the item is resalable). However, Ukamaku will only issue store credit for returns. We recommend that they allow customers to be eligible for their full money back, less shipping and handling both ways. They should also encourage returns at any of their fashion/trade shows, and at their head office. If any customer complains that this policy is too restrictive, Ukamaku should make every attempt to satisfy them, including paying for return shipping and even offering future coupons. Whenever a return occurs, we recommend that Ukamaku researched the reasons behind the customer dissatisfaction with the product. In case the dissatisfaction was with the company's services or quality of the product, Ukamaku should conduct a further research to avoid a repetition of the same mistake. A good option, if the customer's dissatisfaction is ever Ukamaku's fault, is to offer them store credit as an apology. Also, they need to ensure to give the customer feedback and show their genuine concern in fixing the issue. This concern with the customer future well-being and current dissatisfaction can be a powerful tool to recover unsatisfied customers.

## Proposed Recommendations: New Marketing Plan Strategies

Based on our thorough analysis of Ukamaku's operations, we propose the following marketing strategies to be implemented in the respective order:

- 1) Reduce the target market by eliminating the male sector:** this will allow the company to focus its promotional initiatives for females only. This should be reduced gradually, eliminating 20% of inventory each month, final sale should occur by the end of spring 2012
- 2) Clean website content:** Eliminate all pieces that are from longer than one season ago (start as soon as male section is separated) by using sale statistics. A new platform introduced by spring 2012 should include an accessory section to replace the 'handbag section'.



**3) “Perfect Fit”:** Incorporate a more personalized and detailing profile system. This will allow users to upload their measurement to their profile, and create a system/chart that will automatically determine their sizes (S,M,L) for each designer. Customers can then shop differently they can choose “show my fits only”. The software should be tested and implemented onto website by next year’s Trunk show, spring 2012.

**4) Generate promotional material:** Promotional material will be composed of one online and one offline initiative, both released at spring 2012 Trunk show.

**a. Online:** Viral Video Advertising campaign, released on social network Facebook and YouTube for 3 months before spring 2012 Trunk show. **Description:** Short video commercial uploaded to YouTube that can also be used in banners and general online advertisements. This video will help raise brand awareness and incite curiosity in viewers, instigating the target demographics to explore the site. The content should be young, interesting and “cool” – relevant to the target audience. The main purpose of this initiative is to drive traffic to the site and create ongoing (viral) interest on the brand at minimum cost.

According to a survey conducted with a sample of the target demographics, the concept and strategy proposed for online marketing has 100% of approval in terms of generating interest, acceptance and increasing brand awareness.

**b. Offline:** Promotional kit, Fit my style measuring tools, customers can learn Ukamaku’s sizing then upload measurements onto online profile. **Description:** We recommend that Ukamaku creates a small promotional kit that includes a tape measure, informational release and a discount coupon, to distribute to potential customers at fashion shows and industry events in general. The kit can be packaged a little handbag that everyone else at the show will see being carried around. This will act as a relatively inexpensive promotional tool to improve brand awareness. It will also inform to Ukamaku’s “perfect fit” initiative that differentiates from competitors and adds value to its products.

**5) Search Engine Optimization:** Focus on the feasibility, Ukamaku should create a larger title in their homepage, nothing daunting or pretentious. Once the customer has entered the website they must feel welcomed. Grouping the content on the website through relevance and using descriptive menu items, therefore under women having apparel, then a sub menu of trousers, dresses, shirts etc... keeping everything together however separated for easy access. Use text links in footer to support navigation. Text links are very useful both for the users and for the search engines. Ukamaku should implement breadcrumb navigation to allow users keep track of their location within their website, this will also help the search engine understand the structure of their website. Breadcrumbs provide a trail for the user to follow back to the starting or entry point. Ukamaku's logo should be placed as a primary message and the navigation above the fold. This is a great first impression; the consumer should always know where they are. It's important to keep the template on every category the same. A time consuming loading website is a reason for higher bounce rate and lower rankings. Google has clearly stated that page loading speed is a ranking signal. Monitor which page gets more traffic, each week, noting which page gets the most traffic. If for example accessories get a lower amount of traffic creating changes immediately will create a deciding factor. Therefore keeping pages simple allows an optimal Internet presence. **SEO Monitoring:** Weekly basis for the first month of implementation, monitoring what page is being ranked the most, and the least. From there consider changes such as adding more products to that page or taking away. After the month trial, check the page rank bi-weekly. **Measure Success:** Monitor traffic to the website, specific amount of increase in sale? Coupons are numbered – keep up on how much are used? Number of views, and feedback on videos?

**6) Digital Closet, Creating a brand community:** create online software on the Ukamaku website allowing users to create their personal digital closet. Customers will be able to create a closet of items they purchase, or want to purchase, and share the additions on Facebook. That way, their friends can see their digital closet of have/have not's, drastically increasing the exposure to the brand. In terms of the customer relationship, it will give the customer a reason to come back and "complete" their wardrobe/closet. Furthermore, this will help create a community of Ukamaku costumers, increasing customer loyalty.

All strategies proposed for Ukamaku are marketing oriented. They focus on getting new customers but also in retaining them by attending to their every need. Getting new customers will come as a result of a better-managed brand awareness and site composition. The customer retention will come as a result of a personalized profiling system with the new Perfect Fit program and the Digital Closet software that will increase the cost of change to consumers (since the competitors won't have all their details on record). This system will also allow for a future strategy of allowing the tailoring of any clothing (through outsourced seamstresses) purchased through ukamaku.com. Overall this will increase the brands aura of exclusivity and high-fashion.

## Action Plan: Strategic Implementation

### Monitoring Systems

The "Perfect fit" program involves implementing a KMS (Knowledge Management System) in which the consumer can have a personalized profile. The system should be incorporated to the initial profile when a customer decides to buy from Ukamaku. Therefore in addition to a Username, password, the customer's personal information such as credit card and address, the customer will ask for bust size, hip size, or any other relevant measurement.

Listed below are the most commonly used product measurement definitions. Consumers should update their profile with their measurements according to these standards (all measurements should be done in centimetres).

**Shoulder:** From shoulder tip to shoulder tip

**Sleeve:** From the underarm to the cuff

**Hip:** Measure around the point of your hips at the top of the legs. This will be approximately nine inches below your natural waistline

**Inside Leg:** The distance from the top of your inside leg (at the crotch) to your ankle

**Bust:** Measure around the fullest part of your bust

**Waist:** The slimmest part of your natural waistline - above your navel and below your ribcage

**Rise:** This is the distance from the top of the waistband to the crotch

**Length:** Lengths are taken from the highest point of the back of the garment, from the shoulder or neckline, to the hem.

A chart such as the following will help the consumer to know what they may be if they do not have a measuring tape handy.

#### CLOTHING SIZE CHART

	XXS	XS	S	M	L	XL	XXL	XXXL
<b>ITALY</b>	38	40	42	44	46	48	50	52
<b>UK</b>	6	8	10	12	14	16	18	20
<b>CANADA</b>	2	4	6	8	10	12	14	16
<b>FRANCE</b>	34	36	38	40	42	44	46	48
<b>JAPAN</b>	5	7	9	11	13	15	17	19
<b>DENMARK</b>	32	34	36	38	40	42	44	46
<b>AUSTRALIA</b>	6	8	10	12	14	16	18	20

The KMS should also incorporate the items stored in the customer's "Digital Closet" paired with recent purchases, to create recommendations. For example if the client has purchased 2 or more products from a certain client, through patterns such as design or color the website will automatically suggest another product.

In order to determine if Ukamaku's website is successful, they need to set parameters that will represent markers for success and a controlled amount of time to measure them. Daily visitors, page views, visit duration and bounce rates are common parameters website owners use to gauge their website's success, notes CIO Magazine<sup>38</sup>. Parameter measuring programs, such as Google Analytics or AWStats, can obtain statistical data on Ukamaku website's performance. Setting channels within these programs to measure each performance goal separately or collectively, and setting thresholds that we want to reach for. Using a web analytics programs will help Ukamaku automatically generate statistical data for their website; analyze the data, which feeds to the objectives stated earlier, comparison to similar websites. Check the website's search engine rank for your targeted keywords in search engines, such as Google or Yahoo! To see where they stand in comparison to the competition. Keywords are terms or phrases web surfers use to find your website. While ranking low for chosen keywords is not a sign of complete failure, ranking towards the top of search engine results is typically indicative of a successful website that knows how to reach targeted visitors.

Ukamaku is not just pioneer; they are a group of individuals with a shared goal of excellence, innovation and integrity underpinning all they do. To further develop their website and brand there must be funding done in the following ways.

### **Money**

**Technical:** The website for a time of three to four months must be monitored to view what the page rank is, the most traffic is done where. Additionally the website should consistently update their fashion. Therefore an on staff website developer is crucial. Offsetting \$10,000 to \$20,000 for the website developer is great for those four months, after this point the developer must mentor the staff on hand on how the website can be updated, then the developer can be on-call in case of any mishaps.

**Promotional:** As stated earlier a promotional kit added into the package of the purchase product is a great for customer retention. A moderate implementation of this promotional kit will be a great start. At first including the kit when a customer makes a purchase. Also asking the consumer if they are interested in an online newsletter. Which will inform the customer if Ukamaku is having a promotional sale or if they will be having any events in the area of the consumer. Keeping the consumer involved

---

<sup>38</sup> "CCT 322 Marketing Information Products and Services." Prof. W. Tim G. Richardson, Toronto, Canada, E-commerce Professor, Internet Marketing and International Business Professor, E-business Consultant. Web. 29 Mar. 2011. <<http://www.witiger.com/universityoftoronto/CCT322.htm>>.

with the company is the great for customer retention. Offsetting \$2500 for the promotional kits would be suitable.

### Management

Management offers Ukamaku a structure in a very competitive environment. The following positions should be included in their organization in order to implement the strategies proposed in this plan:

**Technical Developer:** Tasked with a massive reworking of the system Ukamaku uses to offer promotional discounts to its customers. This provided Ukamaku with the ability to offer discounts more often and more easily.

**Project Manager:** Planning the offices and the warehouse move, where these products are located. Introducing a number of changes in the department and one of the biggest achievement may be preparing functional specification and working with developers on software.

### Materials

With a steady stream of new fashions, technologies and techniques being introduced, the following materials are crucial: Computers; One per manager, Apple preferably, with their user friendly interface, allowing optimal creativity within the company. KMS software; Knowledge Management system software, which will track, support creation, capture, storage and dissemination of information.

### Price Objective



"High mark-ups don't always mean big profits"

<sup>39</sup>

Mark-up percent is based on selling price, in the clothing industry it is usually 100%. Tim Richardson identifies that this means if your manufacturing cost of a garment is \$20, it will sell wholesale at \$40, later the retailer will mark it up to \$80, or even \$90 depending on the category.<sup>40</sup>

<sup>39</sup> <http://www.witiger.com/marketing/pricingobjectives.htm>

<sup>40</sup> <http://www.witiger.com/marketing/pricingobjectives.htm>

In order for Ukamaku to remain successful in the market, mark-ups will not position them in a competitive advantage. Ukamaku's is unable to compete in a saturated and mature industry with high price points either, thus they have to research and place a profitable price consumers will find valuable. The term valuable determines what price range customers are willing to pay that matches the product's return on investment: emotional or significance. As markets change, seasons, prices will also change and fluctuate. In order to have a competitive advantage, Ukamaku's price objective is to have a sales/marketing oriented. The sales/marketing oriented approach will increase sales volume by using advertisement and product placement. Current promotional kits and commercials are put in place for spring 2012 to attract new customers. Aggressive pricing strategies, such introductory discounts will also be used to encourage current customers to invite and sign up friends to their fashion online closet and community.

## Appendix 1.1 Marketing Kit



### WHO WE ARE

Ukamaku is an online fashion store and community. A platform for Canadian fashion designers and small fashion retailers providing a diverse collection of women and men's fashion & accessories. Based in Toronto, Canada, Ukamaku promotes emerging and established fashion designers across Canada, North America and the world.

We connect fashion designers with customers through social media and the online fashion marketplace. From high-end fashion wear to casual wear, Ukamaku is not just a store; it is a fashion network and a fashion community.

We strive for access to exclusive designs on our site, keeping Ukamaku in the forefront of North America's fashion scene.

Designers featured on the site include Breeyn McCarney, Carrie Hayes, Caitlin Power, HeidiAckerman, Nella Bella, Véronique Miljkovitch, and Zoran Dobric. Each brand brings its distinct vision to the fashion scene while Ukamaku brings those styles to the consumer focusing on hidden gems and talent and taking them to new heights of recognition in the International Fashion industry.

### "PERFECT FIT"

Ukamaku praises the quality and fit of all its items above anything else. In order to ensure our costumers get nothing less then perfection in their purchases, we created the 'Perfect Fit' profile. Through this program we allow our users to upload their measurements to our website and we automatically find them the perfect size for any of our exclusive designer pieces.

We invite you to be a part of this initiative by using this measuring tape to fill in your very own profile and find your Perfect Fit.

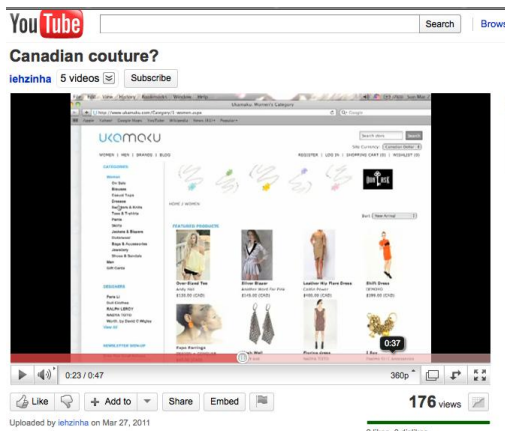
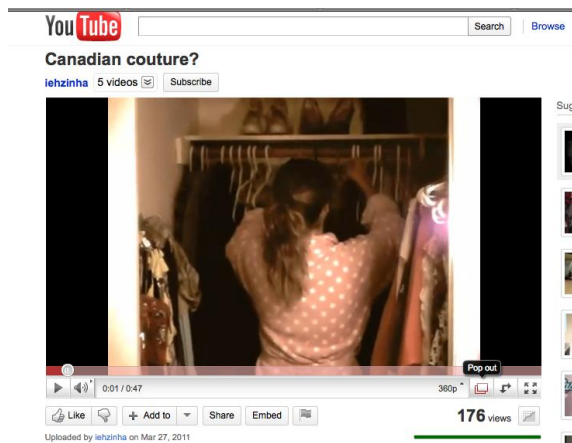
For measuring instructions and more information on our designers, visit [Ukamaku.com](http://Ukamaku.com)





## Appendix 1.2 Online Promotional Initiative: Viral Video Prototype

Source: <http://www.youtube.com/watch?v=DvhtyamL3Bs>



### Appendix 1.3 Commercial Survey

First	last	Age	Cool/ relevan	Awareness/ interest
Gabriela	Rank	22	yes	yes
Stephanie	Lui	20	yes	yes
Alicia	Kabay	20	yes	yes
Matthew	Stolmeyer	21	yes	yes
Alan	Reendes	24	yes	yes
Alessandra	Farina	21	yes	yes
Danielle	Bouças	22	yes	yes
Fernanda	Koga	22	yes	yes
Carolina	Linhares	21	yes	yes
Caroline	Salle	21	yes	yes
Camila	Rondinini	21	yes	yes
Terry	Chin	22	yes	yes
Hyonjin	Kim	20	yes	yes
Sunita	Haridas	20	yes	yes
Sheila	Viteoi	20	yes	yes
Matt	De Marco	22	yes	yes
Alan	Sanderson	22	yes	yes
Nerissa	Elizabeth	20	yes	yes
Massimo	DiCenzo	22	yes	yes
Patrick	Leo	23	yes	yes
Patrick	Fitzgerald	20	yes	yes
Sheena	Campbell	24	yes	yes
Christina	Cardenas	21	yes	yes
Nicole	Meritt	20	yes	yes
Cinthia	Guizar	21	yes	yes
Abby	Foulami	20	yes	yes
Kwabena	Opoku	22	yes	yes
Luciano	Pozo	24	yes	yes
Chelsi	Nh	20	yes	yes
Nadeem	Hasaab	21	yes	yes
Patrick	Nav	23	yes	yes
Mark	Quintos	23	yes	yes
Camilo	Diez	22	yes	yes
Myron	Zao	22	yes	yes
Lucy	Wu	23	yes	yes

According to a survey conducted with a sample of the target demographics, the concept and strategy proposed for online marketing has 100% of approval in terms of acceptance and brand awareness.

## Works Cited

- 2010, January. "Heba El Habashy and Charles LaCalle: The Burberry Revolution." Breaking News and Opinion on The Huffington Post. Web. 12 Mar. 2011. <[http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution\\_b\\_833618.html?ir=Business](http://www.huffingtonpost.com/heba-el-habashy-and-charles-lacalle/the-burberry-revolution_b_833618.html?ir=Business)>.
- Barrett, Claer. "Fast-fashion for Fast Consumers." Financial Times. 21 Feb. 2011. Web. 15 Mar. 2011. <<http://www.ft.com/cms/s/0/8c81c140-3de9-11e0-99ac-00144feabdc0.html?ftcamp=rss#axzz1GcLwiBIL>>.
- BEKER, JEANNE. "With the Recession Over, Fashion Pushes Forward for Fall." The Globe and Mail. Web. 11 Mar. 2011. <<http://www.theglobeandmail.com/life/fashion-and-beauty/fashion/fashion-features/article1921358.ece>>.
- "Canadian Apparel Industry - 2. Overview of the Canadian Apparel Industry." Industry Canada | Industrie Canada. Web. 29 Mar. 2011. <<http://www.ic.gc.ca/eic/site/apparel-vetements.nsf/eng/ap03295.html>>.
- "Canadian Apparel Industry - Home." Industry Canada | Industrie Canada. Web. 05 Mar. 2011. <<http://www.ic.gc.ca/eic/site/apparel-vetements.nsf/eng/home>>.
- "Canadians Internet Shopping Hits \$15 Billion - Thestar.com." News, Toronto, GTA, Sports, Business, Entertainment, Canada, World, Breaking - Thestar.com. Web. 25 Mar. 2011. <<http://www.thestar.com/business/article/866755--canadians-Internet-shopping-hits-15-billion?bn=1>>.
- "CCT 322 Marketing Information Products and Services." Prof. W. Tim G. Richardson, Toronto, Canada, E-commerce Professor, Internet Marketing and International Business Professor, E-business Consultant. Web. 29 Mar. 2011. <<http://www.witiger.com/universityoftoronto/CCT322.htm>>.
- City of Toronto. "Toronto's Key Industry Clusters: Fashion / Apparel." Doing Business. Toronto. Web. 03 Mar. 2011. <<http://www.toronto.ca/invest-in-toronto/fashion.htm#1>>.
- "Internet Shopping in Canada: An Examination of Data, Trends and Patterns: Text Table 1 — Types of Products Ordered Online by Households (2001, 2003) and Individuals (2005, 2007)." Statistics Canada: Canada's National Statistical Agency / Statistique Canada : Organisme Statistique National Du Canada. Web. 29 Mar. 2011. <<http://www.statcan.gc.ca/pub/88f0006x/2009005/t001-eng.htm>>.
- "The Company - Remco Forwarding, All Type Transport, Superior Truck Bodies, The Fashion Distributors, Expedited Transport Services Montreal, Quebec, Canada." THE COMPANY- Remco Forwarding, All Type Transport, Superior Truck Bodies, The Fashion Distributors, Expedited Transport Services Montreal, Quebec, Canada. Web. 29 Mar. 2011. <<http://www.remcoforwarding.com/remco.htm>>.
- "The Company - Remco Forwarding, All Type Transport, Superior Truck Bodies, The Fashion Distributors, Expedited Transport Services Montreal, Quebec, Canada." THE COMPANY- Remco Forwarding, All Type Transport, Superior Truck Bodies, The Fashion Distributors, Expedited Transport Services Montreal, Quebec, Canada. Web. 29 Mar. 2011. <<http://www.remcoforwarding.com/remco.htm>>.
- "Fashion Television: Jeanne Beker." Fashion Television: Home. Web. 10 Mar. 2011. <[http://www.fashiontelevision.com/show/personality\\_jeannebeker.aspx](http://www.fashiontelevision.com/show/personality_jeannebeker.aspx)>.
- "THE GLOBAL APPAREL VALUE CHAIN: What Prospects for Upgrading by Developing Countries UNITED." UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION. Duke University Durham, USA, 2003. Web. 15 Mar. 2011. <THE GLOBAL APPAREL VALUE CHAIN: What Prospects for Upgrading by Developing Countries UNITED>.
- "Industry Canada Site - Industry Canada Business Plan 2010-2011." Industry Canada | Industrie Canada. Web. 11 Mar. 2011. <<http://www.ic.gc.ca/eic/site/ic1.nsf/eng/05445.html>>.
- Lowson, B., R. King, and A. Hunter. 1999. Quick Response - Managing the Supply Chain to Meet Consumer Demand. Chichester: Wiley.
- Mahoney, Michael. "CRM News: News: Canadian E-Commerce Heading into Growth Spurt." CRM Buyer: CRM News and Information for System Purchasers. Web. 20 Mar. 2011. <<http://www.crmbuyer.com/story/8579.html?wlc=1301351130>>.

- "Online Fashion Retailers Benefitting from Economic Climate." Link Building Strategy & Online Public Relations. Web. 09 Mar. 2011. <<http://www.linkingmatters.com/online-fashion-retailers-benefitting-from-economic-climate>>.
- Schultes, By RenÉE. "HEARD ON THE STREET: Online Fashion's Achilles' Heels - WSJ.com." Business News & Financial News - The Wall Street Journal - Wsj.com. Web. 29 Mar. 2011. <<http://online.wsj.com/article/SB10001424052748704823004576192781287021172.html>>.
- "The State of E-commerce among Specialty Fashion Retailers in Canada." Selling Fashion Online. Web. 29 Mar. 2011. <<http://www.ksleconsulting.com/selling-fashion-online/2010/09/the-state-of-e-commerce-among-specialty-fashion-retailers-in-canada.html>>.
- "Top Online Fashion Retailers: ASOS Tops Social Media, but Drops in Search — Today's Top Stories." Today's Top Stories. Web. 29 Mar. 2011. <<http://www.netimperative.com/news/2010/july/top-online-fashion-retailers-asos-tops-social>>.
- "What's next for Canadian Specialty Fashion Retailers: the 2011 E-commerce Agenda." Selling Fashion Online. Web. 19 Mar. 2011. <<http://www.ksleconsulting.com/selling-fashion-online/2010/12/whats-next-for-canadian-specialty-fashion-retailers-the-2011-e-commerce-agenda.html>>.
- "What's next for Canadian Specialty Fashion Retailers: the 2011 E-commerce Agenda." Selling Fashion Online. Web. 20 Mar. 2011. <<http://www.ksleconsulting.com/selling-fashion-online/2010/12/whats-next-for-canadian-specialty-fashion-retailers-the-2011-e-commerce-agenda.html>>.
- "Who's Shopping Online." Web. 24 Mar. 2011. <<http://www.buysight.com/media/uploads/2010/04/onlineshopping-finalrev.png>>.

### Reference

Want to learn how we developed our marketing plan? Visit our Group Wikispace.

<http://cookiesgroup.wikispaces.com/>

**Disclaimer: Enter at your own risk; student work sites are heavy, messy and collaborative.**